

16 Mar 73

OFFICE
OF
TRAINING

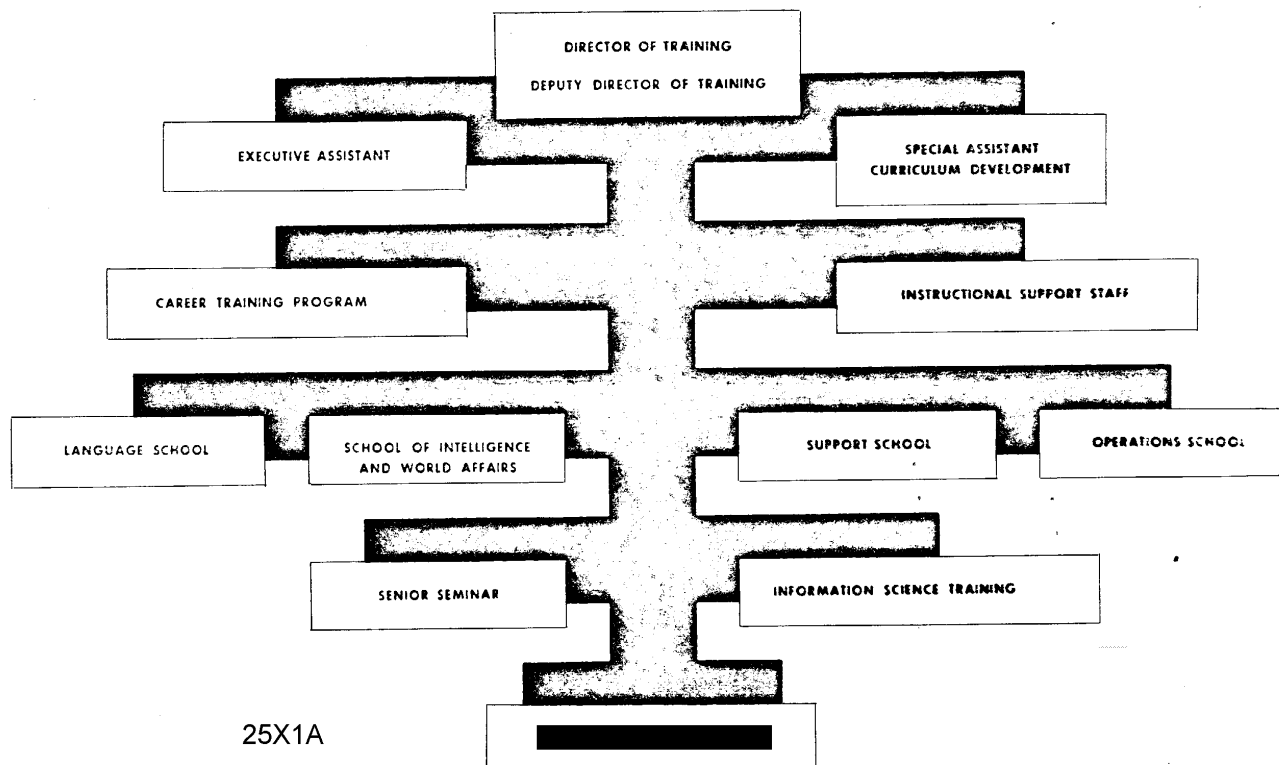
Harold L. Brownman
Briefing: 16 March 73

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CONFIDENTIAL

OFFICE OF TRAINING



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Office of Director & Executive Assistant

Schools

Operations School (Staff Training, Agent
and Liaison Training)

School of Intelligence & World Affairs

Language School (Including Contract
Employees)

Support School

Senior Seminar

Staffs

Instructional Support Staff

Career Training Program:

Staff

Trainees

Information Science Training Staff

External Training

OTR's Share of Agency-wide Training

(Training Selection Board, Foreign

Service Institute's Area Studies, Foreign

Affairs Executive Seminar, Quota Weapons
Courses)

Training of OTR Personnel

TOTALS

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Functions

The staff of the School of Intelligence and World Affairs (SIWA) develops and conducts courses for Agency employees on the organization and functions of the CIA, on the Intelligence Community, and on world affairs, including special area studies and communism. The subject matter is also covered in special briefings for non-Agency personnel, including senior U.S. and foreign officials, officers from the Armed Services, and individuals from the business and academic communities. Briefings are generally given at Headquarters; a few at safesites; most are on an individual basis.

The staff also conducts courses in the techniques of intelligence research, production, and dissemination. Except for the Advanced Intelligence Seminar, the Midcareer Course, and Orientation for Overseas, SIWA's courses are held in the Chamber of Commerce Building.

Location

Chamber of Commerce Building

Staff

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Chief - [REDACTED]
Deputy Chief - [REDACTED]
Chief, Intelligence Faculty - [REDACTED]
Chief, World Affairs Faculty - [REDACTED]
Briefing Officer - [REDACTED]
(All are Training Careerists)

Courses*

FY 72	Number of Courses:	18
	Runnings	: 56
	Attendance	: 1,000
	Student Days	: 13,300

Advanced Intelligence Seminar (3 wks; 3)
China Familiarization (1 wk; 4)
CIA: Today and Tomorrow (3 days; 5)
Geography -- China (9 days; 2)
Intelligence Briefing (4 wks part-time; 4)
Intelligence Production (4 wks; 2)
Intelligence Research Techniques (40 hrs part-time; given on request)
Intelligence Techniques Workshop (CTs) (1 wk; 4)

*All are full-time unless otherwise noted. Parens show (1) length and (2) number given in a fiscal year.

Courses (Cont'd)

Intelligence Writing Workshop (24 hrs part-time; 3)
Intelligence and World Affairs (4 wks; 8)
Latin America: Seminar (8 hrs part-time; 2)
Map Reading and Imagery Analysis (8 days; 2)
Midcareer Course (6 wks; 4)
Orientation for Overseas (3 days; 9)
Special Orientation for Agency Representatives Attending Senior Officer
Schools (3 days; 1)
USSR Survey (2 wks; 2)

Briefings (164)

- 136 - to individual officials of U.S. and foreign governments, to community groups, and also to academic groups, on CIA and the National Security Structure.
- 28 - in special programs (at CIA) (Brookings, FSI's Senior Seminar in Foreign Policy, JCS/DIA Orientation).

Functions

The staff of the Language School (LS) develops and conducts part-time and full-time courses in 23 languages--including English as a foreign language--for employees assigned in the Headquarters area and, as required, for dependents of employees scheduled for assignments overseas. LS also conducts foreign language proficiency tests, authenticates language skills of Agency employees, and processes results for recording in the Agency's Language Qualifications Register. In coordination with the Agency's Training Officers, LS also negotiates requirements to be fulfilled at non-Agency facilities. The school also provides the Secretariat for the Agency's Language Development Committee.

Location

Chamber of Commerce Building

Staff

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Chief - [REDACTED]

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Deputy Chief - [REDACTED]

Departments:

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Romance - [REDACTED] Chief

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Near East & Asian - [REDACTED], Chief

Slavic & Germanic- [REDACTED] Acting Chief

(All are Training Careerists)

FY 72

Languages

Arabic, Chinese, Danish, Dutch, French, German, Greek, Indonesian, Italian, Japanese, Lao, Norwegian, Persian, Polish, Portuguese, Romanian, Russian, Serbo-Croatian, Spanish, Swedish, Thai, Turkish, and Vietnamese.

Courses

Number of Languages:	23
Classes :	212
Attendance :	790*
Student Days :	19,600*

* This figure includes 130 students for 1,800 student days in the Before-and-After-Hours Language Training Program.

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53 dependents studied foreign languages at the LS during this period, and,

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53 total-immersion programs were conducted at



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participation of both students and faculty totaled 325.

Testing

1,200 proficiency tests were conducted and evaluated; results of the tests were recorded in the Agency's Language Qualifications Register.

Functions

25X1A The staff of the Operations School (OS) conducts and develops courses for Agency employees in the theory, practice, and management of clandestine operations. The subject matter is presented in regularly scheduled classes--and tutorially as required--at the basic and advanced levels. Except for the Chiefs of Station Seminar all courses are full-time. The same subject matter is presented for staff and contract personnel [REDACTED] in the United States and abroad. OS maintains a library of classified training material on tradecraft and the techniques of clandestine operations in support of its instructional programs.

Locations

25X1A Chamber of Commerce Building
Headquarters Building)
Rosslyn [REDACTED]) - Agent and Liaison Training
[REDACTED])

Staff

25X1A Chief - [REDACTED] (DO Careerist)
25X1A Deputy for Staff Training - [REDACTED] (Training Careerist)
25X1A Deputy for Agent Liaison Training - [REDACTED] (Training Careerist)

Courses* (Almost exclusively for the Directorate of Operations)

FY 72	Number of Courses:	18
	Runnings	: 147
	Attendance	: 2,350
	Student Days	: 9,000

Chiefs of Station Seminar (2 wks part-time; 4)
China Operations (7 days; 4)
Clandestine Scientific and Technical Operations (2 wks; 2)
Clandestine Service Records I (Management) (2 days; 6)
Clandestine Service Records II (Biographic Research) (1 wk; 6)
Clandestine Service Records III (Records Officer Briefing) (2 days; 4)
Counterintelligence Operations (2 wks; 4)
Counterintelligence Survey (1 wk; 4)

*All are full-time unless otherwise noted. Parens show (1) length and (2) number given in a fiscal year.

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[REDACTED] (4 days; 3)
[REDACTED] minar (3 days; 2)
Information Reporting, Reports, and Requirements (3 wks; 6)
Information Reports Familiarization (1 wk; 6)
Operations Support (3 wks; 7)
Politics Workshop (3 days; on request)
[REDACTED] (Briefing) (1 day; biweekly)
Soviet Bloc Operations (2 wks; 4)
[REDACTED]

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Agent and Liaison Training

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Number of Programs: 128
Washington 75
[REDACTED] 20
Overseas 33

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Number and Type of Personnel Train [REDACTED]
Liaison [REDACTED]
Field Agents [REDACTED]
U.S. (staff and contract agents) 88

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[REDACTED] Represented: 36

Languages Used:
French 8
Spanish 8
[REDACTED]

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Functions

The staff of the Support School (SuS) develops and conducts full-time and part-time courses for Agency employees, covering management and supervision, records management, logistics support, and financial procedures. It also develops and conducts courses in typewriting, shorthand, and in administrative procedures. SuS contracts for, and manages courses in writing, reading improvement, effective speaking, and also in the management of Agency contracts. The Managerial Grid, a contract program, is conducted by the staff of the SuS.

Locations

Chamber of Commerce Building
Ames Building (Clerical training)

Staff

25X1A Chief - [REDACTED]
25X1A Deputy for Administrative Training - [REDACTED]
25X1A Deputy for Management Training - [REDACTED]
(All are Training Careerists)

Courses*

FY 72	Number of Courses:	16
	Runnings	: 108
	Attendance	: 2,063
	Student Days	: 9,368

Administrative Procedures (1 wk; 6)
Clerical Induction (varies; 3 wks maximum)
Clerical Orientation (4 days; weekly)
Clerical Refresher (4 wks part-time; 10)
Effective Briefing (Contract) (27 hrs part-time; 3)
Effective Writing (Contract) (24 hrs part-time; 6)
Field Administration (3 wks; 7)
Fundamentals of Supervision & Management (1 wk; 7)
Fundamentals of Budgeting (1 wk; 12)
Managerial Grid (1 wk; 7)
Microfilm Information Systems (Contract) (3 days; 3)
Office Management (4 days; 5)

*All are full-time unless otherwise noted. Parens show (1) length and (2) number given in a fiscal year.

Performance Appraisal Workshop (1 day; 4)
Planning and Control of Work(Workshop)(1 1/2 days; 4)
Project Officer in the Contract Cycle (Contract) (1 wk; 4)
Reading Improvement (Contract) (20 hrs part-time; 4)
Records Management (Includes File Procedures, Forms Management,
and Records Disposal) (1 day each; 4)
Support Services Review: Trends & Highlights (1 wk; 6)

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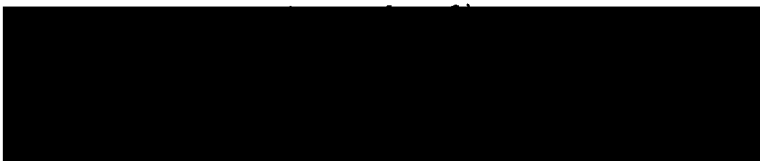
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Courses *

FY 72	Number of Courses:	7
	Runnings	: 24
	Attendance	: 396
	Student Days	: 13,789

Advanced Operations (8 weeks; 3)

Basic Operations (16 weeks; 2)

OTR's Headquarters Courses Hosted:

Senior Seminar (1 week; 2)

Midcareer Course (2 weeks; 3)

Advanced Intelligence Seminar (3 days; 4)

Operations Orientation-Special for DDS&T (1 week; 2)

Managerial Grid (1 week; 3)

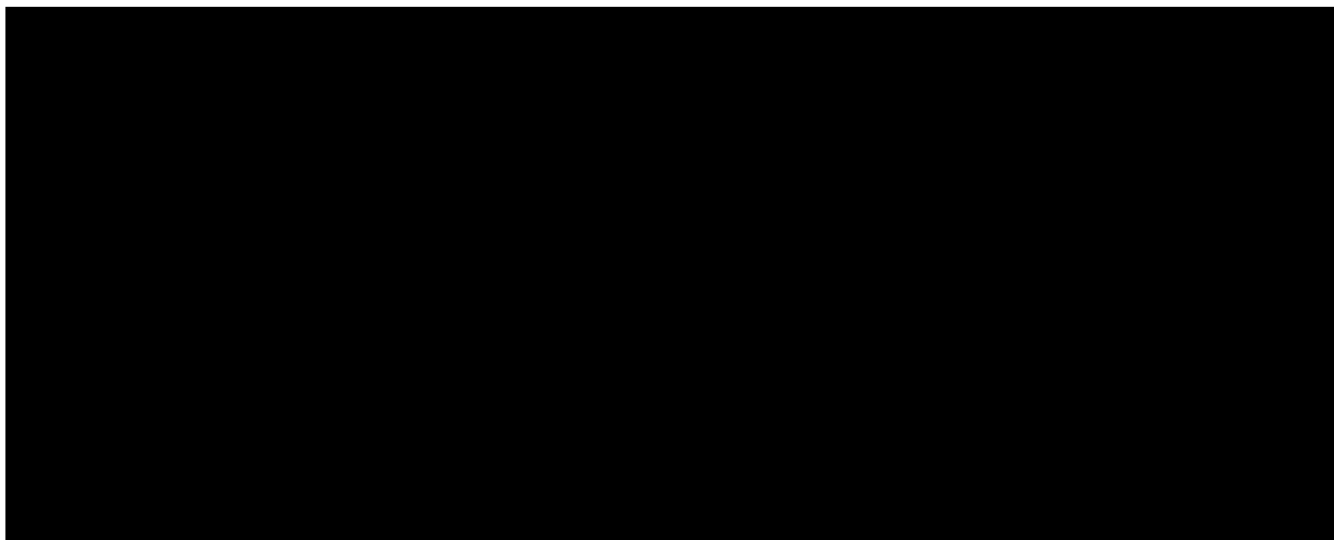
Other Programs Hosted:

14 Seminars and Conferences (e. g. , ONE (4 days; 2)

DCI (3 days; 1)

FE/COS (3 days; 1)

DCS (3 days; 2)



*All are full-time unless otherwise noted. Parens show (1) length and (2) number given in a fiscal year.

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Information Science Training Staff

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Chief - [REDACTED] (Training Careerist)

In May 1972, the CIA assumed from the Defense Intelligence School the responsibility for conducting the FY 1973 Information Science Training Program for the U. S. Intelligence Community. As a consequence, OTR established the Information Science Training Staff, (ISTS).

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With personnel provided by CIA and NSA, and in facilities located at [REDACTED], the ISTS modified the program, primarily by offering shorter, more intensive courses, and promoted an expanded enrollment of CIA's officers in the courses.

The present program, an interim one pending determination of long-range training, budget, personnel, and facility requirements, consists of three independent courses open to the Intelligence Community as a whole and of separate blocs of training incorporated into courses (Intelligence Production, Midcareer, and Senior Seminar) conducted exclusively for Agency personnel. Attendance at the courses (3) since OTR took over the training in September totals 114, with (35%), being CIA's employees.

Courses *

Application of Information Science to Intelligence (4 weeks, 2)
Management Science for Intelligence (1 week, 2)
Survey of Intelligence Information Systems (3 weeks; 2)

*All are full-time unless otherwise noted. Parens show (1) length and (2) number given in a fiscal year.

Senior Seminar

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Chief - [REDACTED] (Support Careerist)

The Senior Seminar offers general training on intelligence and related subjects. The organization and content of the Seminar are on a level with the Department of States Senior Seminar in Foreign Policy, the Senior Defense Schools, and the Federal Executive Institute.

The objectives of the Seminar are to update the CIA's senior officers on foreign developments and their impact on CIA; to enlarge their understanding of the Agency, its relationship with other parts of government, and its management problems and pressures; and to expose the participants to changes in American society.

Topically, the Seminar includes management training, major world trends and problems, the missions and activities of the CIA and the Intelligence Community, CIA's relationships with non-intelligence agencies and other parts of government, domestic problems and trends which impact on CIA, and the future outlook for U.S. intelligence.

The Seminar draws on experts from academic life and private research organizations, officials from other branches and agencies of the government, and officers from within CIA.

The Seminar is for officers who are at least grade GS-15, preferably GS-16 and above, who hold significant line and staff positions, or who are likely to attain such positions. Nominations are made by the Agency's Training Selection Board.

Beginning in FY 74 there will be two Seminars in each fiscal year; (only one in FY 73).

FY 72

Runnings - 2
Attendance - 42
Student Days - 2, 016

Executive Assistant Staff

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Executive Assistant - [REDACTED] (Support Careerist)

The Executive Assistant (EA) determines actions to be taken on the incoming and outgoing correspondence of the Director and the Deputy Director of the Office of Training. He is the point of contact for internal and external inquiries concerning OTR's policies, administrative procedures, the status of pending actions of the DTR and the DDTR. The staff of the EA prepares reports and special studies on training, and on the management of OTR. Budget, personnel, security, and logistics are the responsibility of the Executive Assistant.

CIA's representatives at the Foreign Affairs Executive Seminar and at the Defense Intelligence School (both Training Careerists) report to the EA.

Instructional Support Staff

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Chief - [REDACTED] (Training Careerist)

The Instructional Support Staff (ISS) publishes information on training conducted by OTR, by other components of the Agency, and on training conducted at external facilities. The staff of ISS also organizes classes for OTR's instructors, conducts courses in instructional techniques, produces training films, and other films as requested, provides graphics and audio services to instructors, maintains the OTR Library, and provides the secretariat for the Training Selection Board (TSB). OTR's Guest Speaker Coordinator is assigned to the staff.

ISS also administers the Agency's external training program for the Director of Training. This responsibility includes enrolling all employees in the approved training and providing administrative briefings as required.

Career Training Program Staff

25X1A Chief - [REDACTED] (Training Careerist)

The Career Training Program (CTP) is one of the Agency's means of selecting and developing highly qualified young men and women interested in a career in CIA. The CTP was started in 1951 by Matthew Baird, Director of Training, at the request of the Director, General Walter Bedell Smith. It was known then as the Junior Officer Training Program; the name-change to Career Training Program occurred in 1965.

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The first trainee was appointed on 5 July 1951. The number of CTs was small in the early years and it was not until 1961 that as many as 100 were brought in in a single year. The largest number of CTs was in FY 1968 when OTR entered 247 into the Program. The present ceiling is 70 a year. Since 1951 there have been [REDACTED] still on board.

Until 1958 the training each CT received was programmed on an individual basis and in accordance with his job-needs. In September 1958, OTR introduced the integrated program—a program requiring all CTs to take the same basic training. Normally there are two classes a year (January and July) although in the mid-sixties, at the time of peak enrollments, as many as four classes had to be formed.

In July 1971 basic training was reduced to four weeks and only one course, Intelligence and World Affairs, after which Trainees served two interim assignments of three months each. (Interim assignments became policy in February '70.) Depending on the directorate of assignment, one week of introductory training had to be completed: if the Operations Directorate, then the CTs took the CS Desk Orientation; if other directorates, the training would be the Intelligence Techniques Workshop.

Upon completion of interim assignments CTs are placed in what is expected to be the directorate of their career interest and aptitude. And soon thereafter as fitting, they take either the Basic Operations Course (those in the Operations Directorate) or the Intelligence Production Course (those in the Intelligence Directorate primarily).

Career Trainees remain on OTR's rolls until completion of the basic training or until initial placement occurs. Retention time is from 12-15 months.

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Two regulations in the Headquarter series identify the Director of Training with the responsibilities of determining the component that can best carry out a particular kind of training [REDACTED] "Training: General") and of reviewing or monitoring the training, and reporting his findings [REDACTED] "Office of Training"). His monitoring does not include on-the-job training or that conducted overseas by the Directorate of Operations.

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In Fiscal Year 1972, Agency components conducted approximately 200 courses in 600 runnings, for a total attendance of 4,860 and exclusive of students' salaries, at a cost, of \$1,710,000. In the Operations Directorate, for example, most of the training is done by the [REDACTED] Technical Services, and the Far East Divisions for a total cost of \$252,000. The National Photographic Interpretation Center leads the Intelligence Directorate in all aspects of component training, students, courses, and presentations of these courses. The same is true with the Office of Computer Services in the Science and Technology Directorate. Costs for the two components reach about \$150,000.

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In the Support Directorate, the Office of Communications does the largest amount of its own training: approximately 90 courses, varying in length from two days (very few of these) to 24 weeks for a course in [REDACTED]. Most of the courses are conducted at the [REDACTED] and the cost was [REDACTED].

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External Training

The Director of Training administers the Agency's external training program. This responsibility includes processing applications of CIA employees and enrolling them in courses conducted at non-Agency facilities. In a single year OTR handles about 3,000 applications at approximately 275 facilities. Some statistics, based on an attendance of 2,800 in FY 72 illustrate the scope of the training.

<u>Category</u>	<u>Students</u>
<u>Full-time Training</u> (A semester or more, including Senior Officer Schools and management/ executive development courses)	150
<u>Information Sciences</u> (ADP/EDP courses at various facilities)	300
<u>Languages</u> (Full and part-time study at government and non-government facilities)	60
<u>Part-Time Academic Training</u> (At universities and colleges)	900
<u>Short Courses</u> (In various disciplines at government and non-government facilities)	1,325
<u>Correspondence Courses</u> (Technical courses given, for example, by the Army and taken by employees in NPIC, Office of Communications, and the Office of Logistics)	65

The Agency spent \$1,182,358 on external training in FY 72. OTR's portion of this budget was \$367,000 to fund programs under the purview of the Training Selection Board, the Foreign Affairs Executive Seminar, Area Studies at the Foreign Service Institute, weapons courses given by the Department of Defense (e.g. short courses at Vandenberg and Kirkland Air Force Bases), and the external programs which Training careerists are attending. Beginning in FY 74, component users will budget for area studies and weapons courses, leaving OTR to fund Training Selection Board programs, the FAES, and the external training of its own careerists.

In compliance with Title 5, U. S. C. 4108, the Office of Training requires Continued-Service-Agreements for those employees entering training as full-time academic students for a semester or more, and for other non-government training when the cost, including fees, travel, and per diem, is over \$1,000. The agreement requires employees to remain with the Agency three times the length of the training, but not less than a year. Failure to fulfill the commitment to the Agency, and unless waived by the Deputy Director for Support, requires the employee to reimburse the Agency for the cost of his training.

OFFICE OF TRAINING
Training Selection Board

The Training Selection Board (TSB) was established in January 1964 to ensure that suitably qualified employees are nominated to represent CIA at external programs.

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The Board's charter appears in [REDACTED] "Training at Non-CIA Facilities." Specifically, the members: (1) recommend nominees for attendance at senior officer schools and certain executive leadership programs; (2) approve nominees to attend non-Agency programs in senior management (including university programs) conferences, and seminars. The Board meets as necessary in order to meet the nomination deadlines set by the schools.

The Director of Training is Chairman of the Board and represents the Executive Director-Comptroller. The other ex officio member is Harry Fisher, Director of Personnel, who also represents the Support Directorate. The DI is represented by Paul Walsh, the DS&T by [REDACTED] 25X1A
[REDACTED] and the DO by [REDACTED] The Executive Secretary to the Board is an OTR careerist. 25X1A

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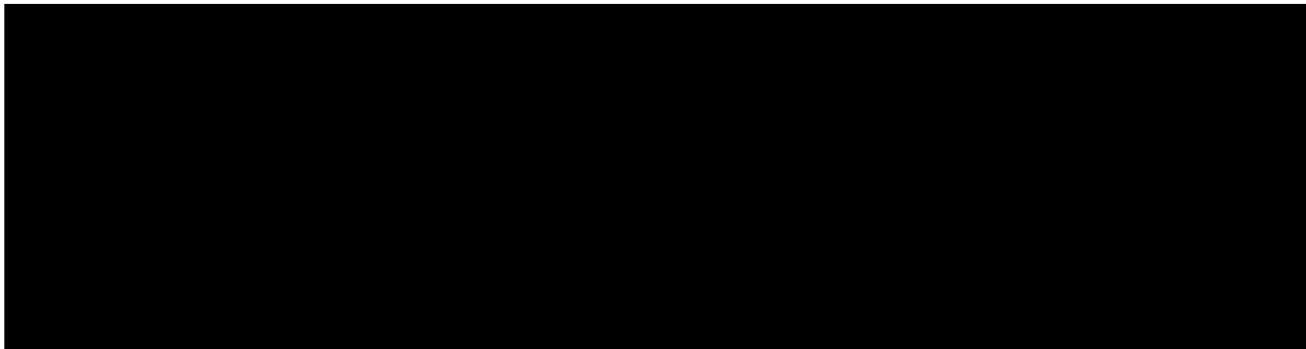
Briefing Program

The Office of Training conducts briefings (and has been doing so since 1951) on the mission and functions of CIA, the Intelligence Community, the Agency's relationships with the Community, and on various aspects of communism. The briefings vary from a two-hour presentation to a two-day series of presentations and are given for a single individual or for groups of individuals, on CIA's premises or on those of the requesting agency or department.

In the recent two years the activity has involved an increased number of visits of groups to Headquarters for a "Day at CIA." These visits are managed by OTR and the coverage often goes beyond the "mission," requiring more of the way of presentations by high-level officers in the Agency. In 1972, the "Day at CIA" was held for members of State's Senior Seminar in Foreign Policy, for its officers in the Administrative Operations and Management course, and for a third group in the course on Intelligence and Foreign Policy. There were "days" for the Foreign Affairs Executive Seminar, NSA's Senior Cryptologic classes, and for officers attending courses conducted at the Defense Intelligence School, and there were two JCS/DIA Orientations for officers from the Joint Chiefs of Staff and the Defense Intelligence Agency.

Briefings given outside the Agency include, for example, those at the Defense Intelligence School, the Air War College, Fort Huachuca and at Quantico. Special programs have been—and are still being conducted as part of the training of officers from Customs and the Bureau of Narcotics and Dangerous Drugs.

The Defense Intelligence School conducts a one-day "Project HELPFUL," for officers of the JCS and CIA. This is given twice annually (May and November) and covers the mission and functions of the DIA. CIA's quota is 35 and grade-level of participants is GS-13 and above.



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Representation at Special Programs (Facilities)

The Agency maintains official representation at three government facilities:

25X1A National War College [REDACTED] (DDI Careerist)
25X1A Defense Intelligence School [REDACTED] (Training Careerist)
25X1A Foreign Affairs Executive Seminar [REDACTED], Training
Careerist)

Agency Training Record

OTR's only computer application is the Agency Training Record, which contains data on OTR, component, and external training as far back as 1946.

Print-outs are produced regularly for OTR by OCS in various formats which are made available to the Agency Training Officers. Five of the formats, different from those designed for the Training Officers, are on microfilm and are used in OTR and by the Qualifications Analysis Branch in the Office of Personnel.

Guest Speaker Coordinator

OTR relies heavily on officers in other components of the Agency to bring their expertise to the classroom, mainly in lectures, or in leading seminars, or in serving on panels. The practice has been going on since the beginnings of OTR when it was extremely difficult, because of OTR's grade structure, to recruit "old hands" as instructors. In recent years OTR has also turned outside the Agency and has brought in a number of professionals from the academic and business sectors to address its classes. It is the Guest Speaker Coordinator who maintains records on outside speakers and reports periodically on those scheduled to appear in OTR's courses.

Multimedia Facilities

OTR uses a variety of visual media to supplement its basic instructional techniques. Although the Chamber of Commerce building is not designed as a training facility, certain modifications have been made to accommodate the use of such media. Sound-proofed, centralized projection booths on the four top floors of the building provide simultaneous projection of films (with sound tracks) into two classrooms--and requiring the services of only one projectionist.

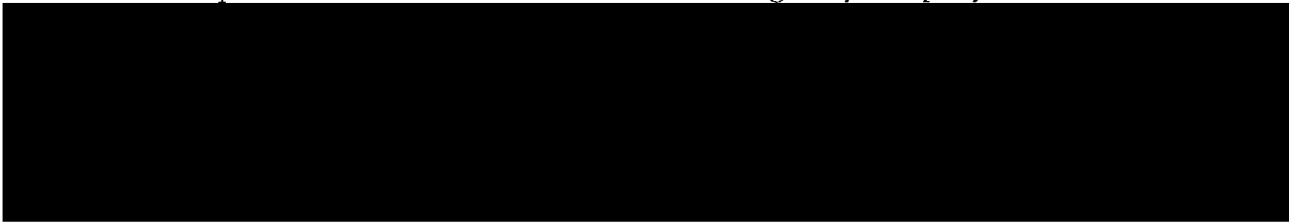
Multimedia Facilities (Cont'd)

A closed-circuit television system has also been installed in OTR's main studio on the eighth floor and in the principal classrooms on the upper floors. Telecasts can be originated in, and transmitted to all rooms on the hookup, if sufficient television receivers are available. Television cameras operated from the centralized booths are used at the present time primarily for taping student presentations in classrooms for subsequent playback and evaluation. This is a particularly effective tool in teaching students in our briefing classes.

At present, OTR is examining the feasibility of using still more advanced techniques and equipment such as rear-screen projection, color television, and video cassettes which permit all films, slides, and TV tape to be projected by coaxial cable from one location. Also under consideration is the purchase of portable television equipment which would allow speakers and activities to be taped on location, later for showing in various courses and at different locations. Despite these advanced systems, however, the Vu-graph remains an important element in the visual media field. OTR has a staff and a full-equipped unit to handle requirements for its use.

Film Production

OTR has been producing training films since 1953. It has its own film-production unit and uses contract writers, directors, and cameramen as requirements dictate. Actors are Agency employees.



OTR has also produced films for the Office of Security, Personnel, and Logistics, for the Office of National Estimates, and for the Technical Services Division. The Agency's "image" film, "A Need to Know," was produced for, and is now being shown to outside groups.

The Printing Services Division of the Office of Logistics now processes the footage for OTR.

Training Officers

The Office of Training conducts its day-to-day business with the other components through the Training Officers assigned in those components. Presently there are about 50 Training Officers in the Agency. Their principal responsibilities are to assist personnel officers and supervisors in determining training best suited to their careerists and to process the necessary papers to enroll the careerists in OTR's courses, in those conducted by other components, and in courses at non-Agency facilities. Each of the directorates and the Office of the Director has a senior Training Officer who is the focal point for over-all training activities within the directorate, and with whom instructors in OTR coordinate development of new courses or revisions in on-going courses.

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